

Effect of Remote Work on Employee Engagement: A Case of Weza Care Solutions, Kenya

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DOI: <https://doi.org/10.5281/zenodo.18771067>

Published Date: 25-February-2026

Abstract: The widespread global shift to remote work has significantly transformed organizational structures, prompting an essential evaluation of its effects on employee engagement, a key element of organizational effectiveness. This research was conducted at Weza Care Solutions in Kenya and focused on how remote work setting, internal communication approaches, existing organizational culture and the quality of management support together affect employee engagement. Grounded in the Social Exchange Theory and the Job Demands-Resources Model, the study utilized a descriptive and correlational case study design. Primary data was gathered through a structured questionnaire distributed to all remote employees of Weza Care Solutions. Data analysis incorporated both descriptive and inferential statistics, employing Pearson correlation and multiple regression, along with thematic analysis of qualitative feedback. Findings revealed a significant correlation between remote working environment and employee engagement, where ($r=0.770$; $p\text{-value}=0.000$). The results show that communication of the Weza Care Solutions have a significant impact on employee engagement ($r=0.863$; $p\text{-value}=0.000$). It further indicates significant correlation between organizational culture and employee engagement, where ($r=0.871$; $p\text{-value}=0.000$). The study's results show that the management support have a significant impact on employee engagement ($r=0.841$; $p\text{-value}=0.000$). The study recommends the introduction of clear remote work policy that defines communication expectations, working hours, and feedback timelines. There is also a need to adopt and enforce the use of a unified digital platform across all departments to streamline collaboration and reduce operational fragmentation.

Keywords: Remote work, Organizational Structures, Employee Engagement, Weza Care Solutions, Organizational Effectiveness, Organizational Culture.

1. INTRODUCTION

The modern professional landscape has been irrevocably altered by the pervasive adoption of remote work, a phenomenon significantly accelerated by recent global contingencies and rapid technological advancements (Alsheikh, Ibrahim, & Mohan, 2023). Once a peripheral alternative, remote work has evolved into a central operational model across diverse industries, driven by the imperative for business continuity and the evolution of digital communication platforms (Gajendran & Harrison, 2007). While offering compelling advantages like enhanced flexibility and global talent access, this paradigm shift introduces distinct challenges that can profoundly impact employee well-being and productivity, particularly concerning employee engagement. Employee engagement, defined as an employee's deep emotional and intellectual commitment to their organization, is a pivotal determinant of sustained organizational success, linked to higher productivity, innovation, and lower turnover rates (Harter et al., 2002; Schaufeli *et al.*, 2002).

In the Kenyan context, the adoption of remote work models is steadily accelerating, mirroring global trends while navigating unique infrastructural and cultural nuances (University of Nairobi Journals, 2017; Zenodo, 2021). Although initial research in Kenya has begun to explore how flexible work arrangements and telecommuting influence productivity

and engagement across sectors like hospitality and government parastatals, a pressing need remains for more focused, context-specific investigations. This is particularly true for understanding the evolving dynamics of employee engagement within fully or predominantly remote workforces in the region, especially as organizations transition from crisis-driven remote work to more structured, long-term operational models.

WezaCare Solutions is a nonprofit organization based in Kenya that works to address the long-standing challenges of child separation and institutional care. Founded by Jonathan Dowell, the organization emerged from his personal experiences working with vulnerable children and families. WezaCare focuses on helping Charitable Children's Institutions (CCIs) transition from traditional orphanage models to more sustainable and family-centered care (WezaCare Solutions, 2023a). The organization operates with the conviction that many children placed in institutions are not orphans but are separated from their families due to poverty, disability or other preventable issues. Their mission is to reunite these children with safe, nurturing families and strengthen the communities around them (WezaCare Solutions, 2023b).

WezaCare's Transition Accelerator Program provides a structured approach for CCIs to shift toward family-based models (WezaCare Solutions, 2023c). This tool helps monitor progress, ensure transparency and improve decision-making for child welfare professionals. The impact of WezaCare's work has been substantial. They have conducted over 2,000 site visits, trained close to 3,000 practitioners and reached around 2,400 leaders in the child welfare sector. More than 6,000 children have been reunited with families, and over 7,000 families have received support services to help them provide long-term care. Their work spans at least 28 communities in Kenya, making them one of the key players in shifting the national care framework from institutional to family-based models (WezaCare Solutions, 2023a). Their approach is evidence-informed and community-grounded, allowing them to scale their model without losing sensitivity to local realities.

WezaCare's leadership is composed of professionals from diverse backgrounds, including design and innovation experts, social workers, and monitoring and evaluation specialists. Their offices are located in Nairobi at AEA Plaza on VJalley Road and in Kisumu at Mega City Mall (WezaCare Solutions, 2023b). They work with several partners such as Shelter Yetu, United Kenya Rising, Mercy Rescue Trust, and 1MILLIONHOME, which has helped them expand their reach and effectiveness. The organization is still growing, but its foundation is solid, blending practical strategies with an empathetic, child-first approach. What stands out to me is their commitment to long-term impact. They're not just solving a social problem, they're reimagining a care system in a way that puts dignity and belonging at the center (WezaCare Solutions, 2023b). This study therefore endeavors to contribute substantially to a deeper, empirically grounded understanding of these dynamics within Weza Care Solutions, offering invaluable insights for the organization itself and other entities confronting similar operational evolutions in Kenya and beyond.

1.1. Objectives of the Study

- i. To determine the effect of the remote working environment on employee engagement in Weza Care Solutions, Kenya.
- ii. To establish the effect of communication on employee engagement in Weza Care Solutions, Kenya.
- iii. To determine the effect of organizational culture on employee engagement in Weza Care Solutions, Kenya.
- iv. To determine the effect of management support on employee engagement in Weza Care Solutions, Kenya.

1.2. Research Questions

- i. How does the remote working environment affect employee engagement in Weza Care Solutions, Kenya?
- ii. What is the effect of communication on employee engagement in Weza Care Solutions, Kenya?
- iii. How does organizational culture affect employee engagement in Weza Care Solutions, Kenya?
- iv. What is the effect of management support on employee engagement in Weza Care Solutions, Kenya?

2. LITERATURE REVIEW

2.1 Introduction

This chapter undertakes a comprehensive and critical review of extant scholarly and professional literature pertinent to the intricate relationship between remote work and employee engagement. It is structured to establish the robust theoretical foundations underpinning the study, meticulously examine empirical evidence directly relevant to each of the outlined

research objectives, and culminate in the development of a conceptual framework that visually articulates the hypothesized relationships between the study's independent and dependent variables. This review seeks to synthesize current knowledge, identify key findings, and highlight any existing gaps in the literature that this study aims to address.

2.2 Theoretical Framework of the Study

This study was principally anchored by two complementary and widely recognized theoretical frameworks in organizational psychology and human resource management: the Social Exchange Theory (SET) and the Job Demands-Resources (JD-R) Model. These theories provide a powerful analytical lens through which to understand the intricate dynamics influencing employee engagement within a remote work context.

2.2.1 Social Exchange Theory (SET)

Initially proposed by Homans (1958) and subsequently developed by Blau (1964) and Cropanzano and Mitchell (2005), SET posits that social behavior is fundamentally a series of reciprocal exchanges of tangible and intangible resources. In the organizational realm, the employer-employee relationship is conceptualized as a continuous process of reciprocity, where employees respond to favorable treatment from their organization with positive attitudes and behaviors. When employees perceive that their organization provides valuable resources (e.g., fair compensation, opportunities for development, adequate technology for remote work, transparent communication, empathetic management support) and values their contributions, they are psychologically impelled to reciprocate with higher levels of commitment, loyalty, and, crucially, engagement (Cropanzano & Mitchell, 2005). Conversely, a perceived imbalance in this exchange, such as a lack of organizational investment or support, can lead to feelings of inequity and subsequent disengagement. Within the geographically dispersed nature of remote work, direct interpersonal exchanges are diminished, making the intentional provision of resources and perceived organizational support, as stipulated by SET, even more critical for fostering a vibrant sense of reciprocity and sustaining high levels of employee engagement.

2.2.2 Job Demands-Resources (JD-R) Model

The JD-R Model, developed by Demerouti *et al.* (2001), offers a robust framework for understanding the antecedents of employee well-being and engagement. The model postulates that job characteristics can be broadly categorized into two types: job demands and job resources. *Job demands* refer to those physical, psychological, social or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and/or psychological costs (e.g., workload, emotional labor, role ambiguity, or the potential for isolation inherent in remote work). *Job resources*, conversely, are those physical, psychological, social, or organizational aspects of the job that are functional in achieving work goals, reduce job demands and the associated physiological and psychological costs, or stimulate personal growth, learning, and development (autonomy, performance feedback, social support, opportunities for skill acquisition). The JD-R model posits that while high job demands can deplete energy and lead to burnout, the presence of sufficient job resources is fundamental for fostering employee engagement. In a remote work environment, specific job resources such as robust communication channels, a supportive organizational culture that promotes psychological safety, and highly effective management support become exceptionally vital. These resources serve to mitigate the potential negative impact of remote-specific demands (e.g., isolation, blurred work-life boundaries) and actively promote optimal functioning and engagement (Bakker & Demerouti, 2017). Together, SET and the JD-R Model provide a comprehensive theoretical lens for examining how specific characteristics of the remote work context at Weza Care Solutions can either diminish or significantly enhance employee engagement.

2.2.3 Boundary Theory

Boundary Theory, as articulated by sociologist Nippert-Eng (2001) provides a comprehensive framework for understanding how individuals navigate the boundaries between various roles and domains in their lives, particularly in relation to work and home/personal life. The work emphasizes the social, psychological, and contextual factors that shape how people establish and maintain these boundaries. Allen *et al.* (2014) emphasized that various forms of working from home leads to higher permeability of boundaries, as employees are accessible through technology at any time such that telecommuters who prefer segmentation may find it challenging to maintain a strict divide between work and home flexibility, whereas, those who lean toward integration might enjoy the flexibility telecommuting provides.

Boundary Theory provides a valuable lens for understanding how individuals navigate the interface between work and personal life, especially in the context of flexible work arrangements (FWAs). At its core, the theory assumes that people create psychological, physical, or temporal boundaries to manage different life domains. It distinguishes between

segmenters, who prefer to maintain a strict separation between work and home roles, and *integrators*, who are comfortable blending the two (Ashforth *et al.*, 2020). FWAs such as remote work, flextime, or compressed workweeks can either support or disrupt these preferences depending on how they are designed and implemented. For instance, segmenters may struggle with blurred boundaries in work-from-home settings, while integrators may thrive due to the autonomy and overlap of roles.

Despite its practical appeal, Boundary Theory has attracted several criticisms. One common critique is its binary view of work-life preferences. Critics argue that the segmenter-integrator continuum oversimplifies the complexity of individual boundary preferences, which can vary across life stages, job types, and even day-to-day demands (Kossek & Lautsch, 2012). Others point out that the theory tends to focus more on individual agency, underplaying how organizational culture, leadership expectations, or technology influence boundary control. For example, in workplaces with an always-on digital culture, even integrators may feel overwhelmed, suggesting that external pressures can override personal preferences (Mazmanian *et al.*, 2013). These critiques call for a more dynamic and context-sensitive understanding of how boundaries are constructed and managed.

The application of Boundary Theory remains highly relevant in guiding the application of flexible work arrangements (FWAs). Organizations that understand boundary preferences can tailor flexible policies more effectively, such as offering options for core working hours, formal disconnection policies, or creating boundary-supportive communication norms. It also helps HR managers recognize that the success of FWAs depends not just on offering flexibility but also on ensuring employees have control over when and how they manage role transitions. As work environments continue to shift toward hybrid and remote models, applying Boundary Theory allows organizations to design flexibility with sensitivity to the psychological and social needs of diverse employees.

2.3 Empirical Literature Review

This section critically examines empirical studies that have investigated the relationships between the proposed independent variables and employee engagement within remote work contexts, thereby providing an evidence-based foundation for this study.

2.3.1 Remote Working Environment and Employee Engagement

The study conducted by Adisa, Ogbonnaya and Adekoya (2021) focused on remote working and employee engagement: a qualitative study of British workers during the pandemic. The authors use data from semi-structured interviews with 32 employees working from home during the Covid-19 lockdown. Based on the interpretivist philosophical approach, the authors offer new insights into how employees can optimize work- and nonwork-related experiences when working remotely. Findings, the authors show that the sudden transition from in-person to online modes of working during the pandemic brought about work intensification, online presenteeism, employment insecurity and poor adaptation to new ways of working from home. Kiza and Muzee (2021) focused on organizational compassion and employee engagement in remote work environments during Covid-19 Lockdown in Uganda and Rwanda. The study adopted a quantitative research design. Data was collected from a sample of staff in selected institutions of higher learning in Uganda and Rwanda using an online questionnaire distributed both through social media and email correspondence. Findings: The findings indicated that organizational compassion was a significant predictor of the vigour component of employee engagement compared to dedication and absorption while working virtually. Kimondo, (2022) conducted a study on the effects of remote working on employee productivity at Absa Bank Plc, Kenya. To achieve this objective, a case study was adopted. Stratified random sampling was employed to pick a sample of employees working in seven departments at the head office of Absa Bank Plc in Nairobi County. Data was collected through questionnaires and quantitative data was analyzed and results were displayed in tables whereas qualitative data was analyzed by thematic analysis. The study found that most of the employees at Absa Bank Plc had practiced remote working in the last three years to very large extent. Muindi (2023) focused on Remote Working and Employee engagement at Credit Bank, Kenya. The study adopted a descriptive research design and targeted a population of 256 employees. A sample of 156 employees was selected using the stratified random sampling technique. The researcher used Google Forms to issue questionnaires to the selected participants, whereby 110 recipients responded successfully to the survey. The collected information was analyzed through descriptive analysis using mean and standard deviation to present the demographic information and the responses to research questions. SPSS and Microsoft Excel software's were utilized for data analysis. The findings found that the burnout and work environment had significant effect on employee productivity

2.3.2 Effect of Communication and Employee Engagement

The study conducted by Lozano, Guerra and Sanagustín (2023) focused on leadership, communication, and job satisfaction for employee engagement and sustainability of family businesses in Latin America. The methodological strategy was to conduct a qualitative, quantitative, and documentary analysis research. The study found that participatory and authentic leadership styles, effective communication, and job satisfaction were key factors to retain talent in two family businesses and small to medium-sized enterprises in Peru. These factors can enhance employee engagement, which is critical for the success of family businesses. The results suggest that Peruvian family businesses can improve their sustainability and contribute positively to the economic growth of the country by utilizing different measures. They can prioritise leadership, communication, and job satisfaction; offer opportunities for employee development and growth; provide competitive compensation packages; and create a positive work environment. The findings have implications for family businesses in emerging markets as well as for businesses operating in consolidated markets. Research by Ajepe and Ndubuisi (2023) focused on effect of communication on employee engagement amongst academic staff of Universities in Ekiti State, Nigeria. The quantitative research approach, the study made use of a cross-sectional research design and a sample of 384 academic staff of universities in Ekiti State which were selected using the simple random sampling technique. Generating a response rate of approximately 72%, data was collected using a structured and close-ended electronic questionnaire and analyzed using both descriptive statistics (frequency and percentages) and inferential statistics (both simple and multiple linear regression). Findings from the study showed that superior-subordinate communication has no statistically significant effect on employee engagement ($\beta = 0.015$, $p = 0.578 > 0.05$) amongst academic staff of universities in Ekiti State. Research by Ngugi (2023) focused on the internal communication and employee engagement in Technical Training Institutions in Kenya. The study was conducted using descriptive survey research design. Study population was all the 3780 trainers in the 102 technical training institutions in Kenya out of which a sample of 360 respondents was used. Stratified random sampling, random sampling and stratified proportionate random sampling technique design were employed. A pilot test was conducted so as to correct weaknesses in design and instrumentation. Data was collected using a questionnaire which had both closed-ended (Likert type scale 1-5) questions and open ended questions. Questionnaires were distributed to 360 respondents out of which 322 completed the questionnaires giving a response rate of 89.4%. Cronbach's alpha was used to test for internal reliability of each variable used in the study. Data analysis was done by use of descriptive and inferential statistics. The indicators of internal communication were communication mode, communication quality and communication direction. The findings of the study supported that internal communication has a significant effect on employee engagement. Ngugi, Mberia and Ngula (2023) conducted research on mode of communication and employee engagement in technical training institutions in Kenya. The study was conducted using survey research design. Study population was all the 3780 trainers in the 102 public technical training institutions in Kenya out of which a sample of 360 respondents was used. Stratified random sampling, random sampling and stratified proportionate random sampling technique design were employed. Data was collected using a questionnaire which had both closed and open-ended (Likert type scale 1-5) questions. Questionnaires were distributed to 360 respondents out of which 322 completed the questionnaires giving a response rate of 89.4%. Cronbach's alpha was used to test for internal reliability of each variable used in the study. Data analysis was done by use of descriptive and inferential statistics. Findings indicated that Logistic regression coefficients showed that communication mode influenced employee engagement and in a negative way. The effect therefore, was not statistically significant ($\hat{\beta} = -0.647$, $p = 0.114$).

2.3.3 Effect of Organizational Culture and Employee Engagement

Research by Jabr, Hendy Zami (2023) focused on the effect of organizational culture and employee engagement on job performance of healthcare industry in Province of Jakarta, Indonesia. The study was conducted in 23 hospitals located in the province of Jakarta. From a preliminary survey of 1000 patients using 15 questions to measure patients' perceptions of the performance of employees working in the hospital, in this case doctors, nurses and administrative staff, it was concluded that 61% of respondents rated the performance of hospital employees in the province of Jakarta is still poor and needs to be improved. Abbas (2024) discussed influence of organizational culture on employee engagement, an investigation of Indian and Nigerian Workforce. The study also evaluates the role of myriad demographic factors taken as independent variables on these two dependent variables. The sample of 107 participants was collected through non-probability convenience sampling using a questionnaire. The analysis of raw data was accomplished using Percentages, Simple Means, Standard Deviation, One Way Analysis of Variance (ANOVA), Levene Statistics, Pearson Chi-Square

Test, Spearman's Correlations, and Cronbach's Alpha as statistical tools. The findings indicated many similarities as well as variances in different types of organizations vis-à-vis the relationship between OC and EE in these two countries, concluding with managerial ramifications discussed. Njuguna (2016) focused on the influence of organizational culture on employee engagement at Kcb Head Office. The study was anchored on the structural theory of culture, Schein's theory of organizational culture and cultural web theory. The study adopted a descriptive research design where the target population was all the 1026 employees of KCB head office in Nairobi. Stratified random sampling was used to arrive at a sample of 20% based on the level of employees ranging from managerial, clerical and operational level. The study relied on primary data which used a structured questionnaire. The questionnaires were administered through a drop and pick later method. Both descriptive and inferential statistics were used to analyze quantitative data. In descriptive statistics, the study used frequency, mean, standard deviation and percentages. The analyzed data was then presented in tables and figures. The study established that there is a strong positive relationship ($R= 0.644$) between the variables. Ngao (2023) focused on the effect of organizational culture on employee commitment in selected private universities in Nairobi Kenya. The study employed a correlational research design to determine the extent of the relationship between Organizational culture and employee commitment using statistical data. The data was collected from a sample of one hundred and twenty-five staff members in private universities in Kenya. Regression analysis was used to determine the influence of organizational culture on employees' commitment. Together the data, a questionnaire that the respondents answered on their own was utilized. Both open and closed-ended questions were included in the questionnaires used in the study. To make interpretation easier, the data analysis was presented in tables. Results showed that employees who connect with the organization's values and experience a supportive work culture are more likely to demonstrate strong commitment.

2.3.4 Effect of Management Support and Employee Engagement

A study by Alsheikh, Ibrahim and Mohan (2023) discussed the mediating effect of perceived organizational support between talent culture and employee engagement among employees of Malaysian GLCs. The survey distributed received responses from 164 employees currently employed at the 47 GLCs. The study utilized partial least square structural equation modeling (PLS-SEM) method to analyze the data and obtain results for the hypotheses generated. The results indicated that none of the mediated relationship were significant. The findings indicated significant relationship between organizational support and employee engagement, indicating that supportive environments enhance commitment among Malaysian GLC employees. Govender and Bussin (2020) conducted a study on performance management and employee engagement: A South African perspective. A qualitative approach was employed that included a review of research articles and interviews with employees from various functions across all levels within operations of a fast-moving consumer goods organization based in Gauteng. A sample size of 20 employees was used. The study found a strong positive relationship between effective performance management practices and employee engagement. Nyaga (2023) focused on the effect of talent management practices on employee engagement in professional service firms in Kenya. The descriptive survey design was used in this study to evaluate the data that was gathered from the target population. The target population for the study was employees in the five professional services firms in Kenya. Using purposive sampling, the researcher targeted 30 employees from each of the five PSFs; therefore, the sample size of the study was 150 employees. The main tool for gathering data was a questionnaire. Data was analysed using both descriptive and inferential statistical analyses. The study found employees at PSF firms in Kenya are highly engage, and talent management practices are commonly implemented by these firms. The study conducted by Musimbi and Mutua (2022) focused on the influence of management practices on employee engagement among non-teaching staff members in selected public universities in Kenya. The target population was 1673 non-teaching staff of the three selected universities out of which 321 formed the sample size. Purposive sampling technique was used to select respondents in management and simple random sampling technique was used to select non-teaching staff to avoid bias. Instruments for data collection were questionnaires which were distributed to respondents. The study found that management practices such as support, justice, supervision, and work environment positively influenced employee engagement among non-teaching staff.

2.4 Conceptual Framework of the Research Study

The conceptual framework presented below visually illustrates the hypothesized relationships between the independent variables (remote working environment, communication, organizational culture, and management support) and the dependent variable (employee engagement).

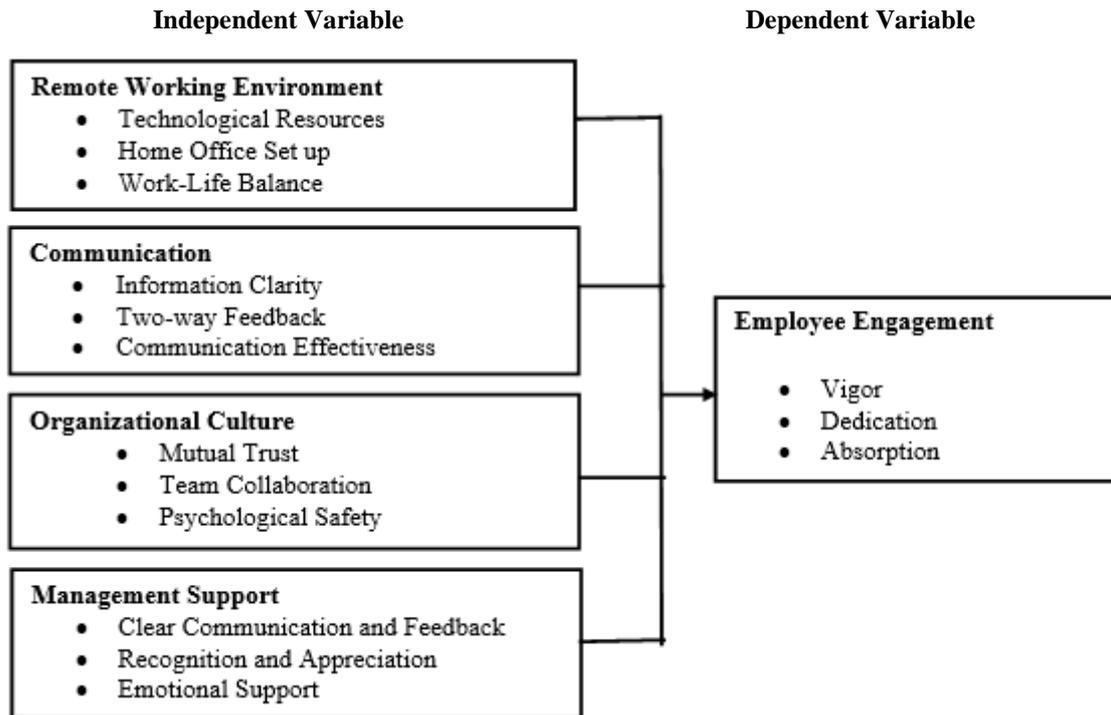


Figure 2.1: Conceptual Framework

(Source: Author, 2025)

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter delineates the meticulous research methodology that was systematically employed to address the stated objectives of this study. This study adopted a descriptive research design. This approach is purposefully selected to provide an in-depth understanding of the phenomenon under investigation within its specific context by accurately portraying characteristics and perceptions related to the study variables among remote employees at Weza Care Solutions. The descriptive component of the research design focused on quantifying the prevalence of certain remote working conditions, assessing the perceived effectiveness of communication practices, characterizing the attributes of the organizational culture, evaluating the levels of perceived management support, and measuring the overall state of employee engagement. Descriptive statistics was utilized to summarize these empirical observations, providing a clear profile of the remote work experience at the organization. The target population for this study consisted of employees of Weza Care Solutions, Kenya, who are currently working under remote work arrangements. This study specifically focused on employees drawn from the Software Engineering, Media & Communications, and Monitoring & Evaluation Departments, general administration totaling 60 remote employees. A census approach was employed for data collection by using sample and sampling technique that involves a complete enumeration of the defined population, rather than traditional sampling from a larger group (Creswell, 2018). This strategy maximizes the depth and representativeness of insights within Weza Care Solutions' organizational context, eliminating sampling error inherent in subset selection. This comprehensive approach is particularly valuable for case studies, enabling a thorough understanding of internal dynamics within the remote work environment.

Table 3.1 Shows the Population Distribution and Data Collection Approach.

Table 3.1: Population Distribution and Data Collection Approach

Department	Target Population (N)	Sample Size (n)	Sampling Method
Software Engineering	7	7	Census
Media & Communications	5	5	Census
Monitoring & Evaluation	3	3	Census
General Administrators	45	45	Census
Total	60	60	Census

4. DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1. Introduction

The introduction constitutes descriptive analysis and inferential statistics. The variables were subjected to descriptive analysis based on study objectives.

4.2. Remote Working Environment

The analysis addressed the influence of remote working environment as provided in table 4.7.

Table 4.7 Descriptive Statistics Results for Remote Working Environment

Statement	Mean	Std. Deviation
I consistently have access to reliable internet connectivity for my remote work duties.	3.57	1.44
I possess adequate and fully functional technology/equipment (laptop, essential software) provided or supported by Weza Care Solutions for my remote work.	3.87	1.36
My designated home workspace is conducive, comfortable, and supports my productivity effectively.	3.42	1.47
Weza Care Solutions provides sufficient technical support and resources for any issues related to my remote work technology.	2.80	1.46
I am able to maintain a healthy and balanced work-life separation while working remotely.	2.32	1.50
Remote work at Weza Care Solutions offers me valuable flexibility in managing my daily work schedule.	3.57	1.37
I frequently experience feelings of isolation or disconnection from my colleagues due to working remotely.	3.59	1.42

Source: Research Data, (2025)

The analysis presented in table 4.7 revealed that a significant majority of the respondents, who agreed to the statement, that employees consistently have access to reliable internet connectivity for my remote work duties with (mean=3.57, std. dev. 1.44). The study also showed that employees possess adequate and fully functional technology/equipment (laptop, essential software) provided or supported by Weza Care Solutions for my remote work., based on the obtained (mean=3.87 an, std. dev. of 1.36). The study revealed that employees' designated home workspace was conducive, comfortable, and supports their productivity effectively (mean=3.42, std. dev. 1.47). Weza Care Solutions provides sufficient technical support and resources for any issues related to my remote work technology as confirmed by majority who disagreed (M=2.80, Std. Dev. 1.46). The participants, with (M=2.32, Std. Dev. 1.50), majority disagreed to the statement that employees are able to maintain a healthy and balanced work-life separation while working remotely. Others (M=3.57, Std. Dev. 1.37,) agreed that remote work at Weza Care Solutions offers me valuable flexibility in managing their daily work schedule. Lastly, as depicted by (M=3.59, std. dev.=1.42) respondents claimed that they frequently experience feelings of isolation or disconnection from my colleagues due to working remotely.

Findings from the analysis, the results implied that at Weza Care Solutions suggest that several constraints in the remote working environment are limiting the organization's ability to achieve strong employee engagement. First, there is absence of consistent and structured communication, leading to misunderstandings, delays in task execution, and reduced team cohesion. Employees have also expressed difficulty in accessing timely feedback and support, which has contributed to feelings of isolation and disengagement. Secondly, the organization has not fully standardized the use of digital collaboration tools. Some departments use different platforms inconsistently, making it harder to maintain workflow efficiency and collaborative synergy. Similarly, there is no formal system in place to track employee wellness or work-life balance, leading to burnout among some staff working beyond regular hours without adequate recognition or support. Results corroborated with Kimondo, (2022) who conducted a study on the effects of remote working on employee productivity at Absa Bank and found out that most of the employees at Absa Bank Plc had practiced remote working in the last three years to very large extent. However, they contrary to Muindi (2023) who found that burnout and remote work environment had significant effect on employee productivity.

4.2.1. Communication

Results were based on influence of communication on employee engagement as shown in table 4.8.

Table 4.8 Descriptive Statistics Results for Communication

Statement	Mean	Std. Deviation
Information clarity has improved understanding of roles and expectations of employees	3.97	1.25
Information clarity has encourages open feedback and dialogue	4.17	1.12
Two-way feedback has improved team dynamics	4.20	.97
Two-way Feedback has fostered active participation among employees and management	4.00	1.25
Communication tools facilitates real-time interaction among the staff	3.54	1.03
Regular communication through digital tools helps remote workers feel more connected.	3.26	1.34
Shared tools of communication channels makes decisions and updates visible to all.	3.85	1.21

Results on table 4.8 demonstrates that organizations that information clarity has improved understanding of roles and expectations of employees as demonstrated by (M=3.97, Std. Dev. 1.25). Nonetheless, (M=4.17, Std. Dev. 1.12) indicate that Information clarity has encourages open feedback and dialogue

Results on table 4.7 demonstrates that organizations that information clarity has improved understanding of roles and expectations of employees as demonstrated by ((M=3.97, Std. Dev. 1.25). Still, a total (M=4.17, Std. Dev. 1.12) indicate that Information clarity has encouraged feedback and dialogue. The majority of respondents who expressed support had (M=4.20, Std. Dev. 0.97). Two-way Feedback has fostered active participation among employees and management as evidenced by (M=4.00, Std. Dev. 1.25). Majority agreed that communication tools facilitates real-time interaction among the staff as shown by (M=3.54, Std. Dev. 1.03). Lastly, regular communication through digital tools helps remote workers feel more connected as supported by (M=3.26, Std. Dev. 1.34). Majority also agreed that shared tools of communication channels makes decisions and updates visible to all (M=3.85, Std. Dev. 1.21).

]The results from the analysis revealed that at Weza Care Solutions, communication among staff significantly influences the level of employee engagement. Effective communication has been observed to promote teamwork, increase clarity in task execution, and create a sense of belonging among employees. However, gaps remain, especially in remote settings where communication tends to be irregular or unclear. Some employees report delayed responses from supervisors or lack of feedback, which affects motivation and confidence in their roles. Others feel excluded from critical updates or decision-making discussions, leading to disengagement and reduced morale. These communication breakdowns have made it difficult to maintain a strong connection between employees and the organization’s vision, particularly in remote work arrangements. However, findings were considered contrary to Ajepe and Ndubuisi (2023) who found that superior-subordinate communication has no statistically significant effect on employee engagement.

4.2.2. Organizational Culture

The analysis on the influence of organizational culture and performance were shown on table 4.9.

Table 4.9 Analysis for Organizational Culture

Statement	Mean	Std. Deviation
There is a strong sense of trust between management and remote employees at Weza Care Solutions.	3.06	1.32
Weza Care Solutions’ culture actively encourages autonomy and independent decision-making for remote employees.	3.40	1.28
I feel a strong sense of community and belonging with my colleagues, even while working remotely.	2.18	1.28
The organization's core values (e.g., integrity, teamwork, client-focus) are clearly communicated and consistently demonstrated in the remote setting.	3.07	1.44
Weza Care Solutions fosters a culture where I feel psychologically safe to express my ideas and concerns without fear of negative repercussions.	2.51	1.23

The organizational culture actively promotes effective collaboration and teamwork among remote employees.	3.78	1.43
I believe Weza Care Solutions' culture is well-adapted to effectively support remote work arrangements.	3.33	1.25

Source: Research Data, (2025)

The study findings provided in table 4.9 demonstrated that there is a strong sense of trust between management and remote employees at Weza Care Solutions, as indicated by the (M=3.06, Std. Dev. 1.32). Still, (M=3.40, Std. Dev. 1.28), confirmed from those who agreed that Weza Care Solutions' culture actively encourages autonomy and independent decision-making for remote employees. Still, with (M=2.18, Std. Dev. 1.28), did not support the findings, which showed that employee feel a strong sense of community and belonging with their colleagues, even while working remotely. The other respondents agreed that the organization's core values (integrity, teamwork, client-focus) are clearly communicated and consistently demonstrated in the remote setting, demonstrated by (M=3.07, Std. Dev. 1.44). Further analysis revealed with majority who disagreed and shown by (M=2.51, Std. Dev. 1.23), that Weza Care Solutions fosters a culture where employees feel psychologically safe to express their ideas and concerns without fear of negative repercussions. Still, other respondents agreed that the organizational culture actively promotes effective collaboration and teamwork among remote employees as demonstrated by (M=3.78, Std. Dev. 1.43) in the analysis. Lastly, results from those who agreed that employees believe Weza Care Solutions' culture is well-adapted to effectively support remote work arrangements.

The analysis revealed that at Weza Care Solution, that organizational culture plays a critical role in shaping employee engagement. Staff that feel aligned with the company's values and supported by a positive work culture tend to show higher levels of commitment, collaboration, and job satisfaction. However, there are gaps that are weakening this alignment. Some employees have noted a lack of recognition for their contributions, minimal opportunities for professional growth, and limited involvement in decision-making processes. These factors have created a culture where some staff feel undervalued or disconnected from the broader organizational purpose. In remote settings, the challenge is even more pronounced, as the physical distance can make it harder to sustain a shared sense of culture and belonging. These findings were considered similar to Ngao (2023) who focused on the effect of organizational culture on employee commitment and found that employees who connect with the organization's values and experience a supportive work culture are more likely to demonstrate.

4.2.3 Management Support

Presentation of findings sought to address influence of management support on employee engagement as provided in table 4.10.

Table 4.10 Analysis for Management Support

Statement	Mean	Std. Deviation
My manager clearly communicates expectations for my work performance while working remotely.	3.42	1.05
My manager provides me with regular and constructive feedback on my remote work performance.	3.58	1.39
My manager recognizes and appreciates my contributions, even though I work remotely.	3.59	1.49
My manager is accessible and responsive when I need assistance or guidance for my remote work.	2.79	1.15
My manager shows understanding and empathy towards challenges I may face as a remote employee (e.g., work-life integration).	3.73	1.27
My manager provides me with the necessary autonomy to complete my tasks effectively while working remotely.	2.57	1.47
I feel supported by my manager in my professional development while working remotely.	3.45	1.11

Source: Research Data, (2025)

Results of findings on table 4.10 indicated that managers clearly communicates expectations for employees’ work performance while working remotely (M=3.42, Std. Dev. 1.05). The study also established that the manager provides employees with regular and constructive feedback on my remote work performance. (M=3.58, Std. Dev. 1.39). From the analysis, it was noted that employees’ manager recognizes and appreciates their contributions, even though they work remotely (M=3.59, Std. Dev. 1.49). From the analysis, respondents disagreed that the manager is accessible and responsive when employees need assistance or guidance for their remote work (M=2.79, Std. Dev. 1.15). Other analysis revealed that the manager shows understanding and empathy towards challenges that employees face in remote tasks (work-life integration).

The response confirmed with (M=3.73, Std. Dev. 1.27). Other respondents claim disagreed that the manager provides them with the necessary autonomy to complete their tasks effectively while working remotely. It was confirmed by those majority who disagreed and had a (M=2.57, Std. Dev. 1.47). However, it was noted from majority who agreed that employees do feel supported by their manager in their professional development while working remotely.

Findings at Weza Care Solutions reveal that challenges related to management support are negatively affecting employee engagement. Some staff has reported limited access to supervisors when they need guidance, leading to delays in problem-solving and a sense of being unsupported in their roles. This was contrary to Govender and Bussin (2020) who found a strong positive relationship between effective performance management practices and employee engagement. Still, others have cited inconsistent follow-up on issues raised during meetings or performance reviews, which creates frustration and a lack of trust in leadership. There appears to be a gap in emotional and professional support, particularly in remote work settings where employees rarely interact face-to-face with managers. These gaps have led to reduced motivation, disengagement, and in some cases, high turnover intentions among staff who feel disconnected from leadership. Musimbi and Mutua (2022) whose study findings conformed revealed that management practices such as support, justice, supervision, and work environment positively influenced employee engagement among non-teaching staff.

4.2.4. Employee Engagement

The analysis was aimed at establishing the state of employee engagement at Weza Care Solutions, Kenya.

Table 4.11 Descriptive Statistics Results for Employee Engagement

Statement	Mean	Std. Deviation
At my job, I feel strong and vigorous.	3.86	1.43
I can continue working for very long periods at a time.	4.10	1.42
I am enthusiastic about my job.	4.03	1.25
My job inspires me.	3.80	1.49
I am proud of the work that I do.	2.97	1.14
Time flies when I am working.	3.90	1.26
It is difficult to detach myself from my job.	3.88	1.21

Source: Research Data, (2025)

The study findings provided on table 4.11 revealed that at the respondent’s job, they felt strong and vigorous as depicted by majority who agreed (M=3.86, Std. Dev. 1.43). The analysis also showed that respondent can continue working for very long periods at a time as confirmed by (M4.10, Std. Dev. 1.42). In the analysis, respondents are enthusiastic about their job at Weza Care Solutions. This was supported by majority who agreed (M=4.03, Std. Dev. 1.25). Results showed that respondent’s job inspires them as confirmed by those who agreed (M=3.80, Std. Dev. 1.14). Still, majority of respondents disagreed that employees are proud of the work that they do evidenced by (M=2.97, Std. Dev. 1.14). In other findings, the analysis revealed that Time flies when I they are working as depicted by (M=3.90, Std. Dev. 1.26). Lastly, majority of respondents represented by (M=3.88, Std. Dev. 1.21) confirmed by agreeing that it was difficult to detach themselves from their job at Weza Care Solutions.

Findings at Weza Care Solutions indicate that key constructs of remote work, such as limited real-time communication, lack of clear expectations, and weak feedback mechanisms, are affecting employee engagement. Staffs have expressed

challenges in maintaining consistent collaboration, feeling disconnected from their teams, and receiving delayed guidance on tasks. These issues have led to reduced motivation, slower task completion, and feelings of isolation. The absence of structured virtual engagement activities and uneven access to digital tools has further widened the gap in team cohesion and performance. To address this, policy makers should establish clear remote work protocols that outline communication frequency, feedback timelines, and collaborative expectations. Standardizing the use of digital platforms across teams, providing training on remote work best practices, and creating virtual spaces for interaction can also enhance connection and engagement in a dispersed work environment. Results were in accordance with Govender and Bussin (2020) who claimed that there was positive relationship between effective performance management practices and employee engagement.

4.3. Inferential Analysis

The inferential analysis entails the correlation analysis and regression analysis.

4.3.1. Correlation Analysis

The correlation coefficient ranges from -1 to 1 where +1: Perfect positive correlation, 0: No correlation and -1: Perfect negative correlation. For the strength of correlation, 0 to ±0.3: Weak correlation, ±0.3 to ±0.7: Moderate correlation and ±0.7 to ±1.0: Strong correlation.

Table 4.12 Correlation Analysis

Category		Employee engagement	Remote working environment	Communication	Organizational culture	Management support
Employee engagement	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	57				
Remote working environment	Pearson Correlation	.770**	1			
	Sig. (2-tailed)	.000				
	N	57	57			
Communication	Pearson Correlation	.863**	.910**	1		
	Sig. (2-tailed)	.000	.000			
	N	57	57	57		
Organizational culture	Pearson Correlation	.871**	.899**	.973**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	57	57	57	57	57
Management support	Pearson Correlation	.841**	.609**	.612**	.615**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	57	57	57	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, (2025)

The data indicate a significant correlation between remote working environment and employee engagement at Weza Care Solutions, Kenya ($r=0.770$; $p\text{-value}=0.000$). The significance of the association was established based on the fact that the P-value of 0.000 was lower than the predetermined significance level of 0.05. The results show that communication of the Weza Care Solutions have a significant impact on employee engagement ($r=0.863$; $p\text{-value}=0.000$). The relationship was statistically significant considering that the p-value of 0.000 was lower against the predetermined level of significance of 0.05. However, results contradicted Ngugi, Mberia and Ngula (2023) who conducted research on mode of communication and employee engagement in technical training institutions in Kenya and found that coefficients showed that communication mode influenced employee engagement and in a negative way. The effect therefore, was not statistically significant.

Lastly, research findings indicate significant correlation between organizational culture and employee engagement at Weza Care Solutions where ($r=0.871$; $p\text{-value}=0.000$). The observed association was deemed statistically significant, as the $p\text{-value}$ of 0.000 was found to be lower than the predetermined significance level of 0.05 in this particular investigation. The study's results show that the Weza Care Solutions's management support have a significant impact on employee engagement ($r=0.841$; $p\text{-value}=0.000$). Results showed that the relationship observed was statistically significant with a $p\text{-value}$ of 0.000 being lower than the predefined significance level of 0.05. results corroborated with Njuguna (2016) who focused on the influence of organizational culture on employee engagement at Kcb Head Office and found that there was a strong positive relationship ($r=0.644$) between the variables.

4.3.2. Regression Analysis

Regressions analysis aids in understanding the model relationships between variables. It is used to predict the value of a dependent (target) variable based on one or more independent (predictor) variables.

Table 4.13 Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.730 ^a	.533	.507	1.0974	.0974	.533

Source: Research Data, (2025)

According to the findings of the model summary, the variance on employee engagement at the Weza Care Solutions, Kenya was confirmed by remote working environment, communication, organizational culture and management support. The R square was found to be 0.533, which was equivalent to 53.3%. As a result, the remainder of the percentage, represented by 46.7%, contributes to the revelation that there were some more factors that were not captured by the model but still affected employee engagement at the Weza Care Solutions, Kenya. Specifically, the data indicated that the predictor variables of remote working environment, communication, organizational culture and management support all had a substantial influence showing variation in the dependent variable, which was employee engagement at Weza Care Solutions, Kenya. Results were aligned with the study conducted by Musimbi and Mutua (2022) who focused on the influence of management practices on employee engagement among non-teaching staff members in selected public universities in Kenya mentioned various factors of employee engagement. The study found that management practices such as support, justice, supervision, and work environment positively influenced employee engagement among non-teaching staff.

4.3.3. Analysis of Variance

The primary aim of Analysis of Variance (ANOVA) is to determine if there are statistically significant differences between the means of three or more independent groups.

Table 4.14 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	159.749	4	39.937	173.483	.000 ^b
	Residual	11.971	52	.230		
	Total	171.719	56			

A. Dependent Variable: Employee engagement

B. Predictors: (Constant), remote working environment, communication, organizational culture and management support.

Source: Research Data, (2025)

According to the data presented in table 4.14, the Analysis of Variance (ANOVA) was conducted to determine whether there were statistically significant differences in employee engagement levels based on varying degrees of remote work among staff at Weza Care Solutions. The result showed that F-value was equal to 214.918 and the P-Value equal to 0.000. This makes it possible for predictor variables comprising of remote working environment, communication, organizational culture and management support to account for reasonable proportions of the variation in employee engagement. The

established of remote work can be expressed further by comparing the regression sum square 147.204 and the residual sum of squares with 12.329, which confirms that the model of regression constitutes a significant share of the overall variance (159.532) in relations to organizational performance.

The results revealed that remote work factors such as remote working environment, communication; organizational culture and management support had a significant impact on employee engagement, indicating that variations in these external incentives contributed meaningfully to differences in work output and engagement across departments in this organization. This was inline with Ngugi (2023) who identified various indicators of internal communication were communication mode, communication quality and communication direction. The findings of the study supported that internal communication has a significant effect on employee engagement.

4.3.4. Regression Co-efficient Tests

Testing regression coefficients is essential in regression analysis to determine if the relationships between the independent and dependent variables are statistically significant. If the coefficient of a predictor is not statistically significant, this suggests that the variable may not be an essential contributor to the model and might be excluded in some cases.

Table 4.15 Regression Coefficient Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.328	.218		1.504	.137
Remote working environment	.397	.114	.281	3.482	.001
Communication	.388	.161	.362	2.409	.019
Organizational culture	.535	.167	.458	3.202	.002
Management support	.699	.058	.509	12.079	.000

Source: Research Data, (2025)

The regression analysis model developed is specified as follows;

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

$$Y = 0.328 + 0.397X_1 + 0.388X_2 + 0.535X_3 + 0.699X_4$$

Based on the equation of regression provided, the analysis showed that remote working environment, communication, organizational culture and management support when held in constant state of zero, employee engagement at Weza Care Solutions, Kenya would be 0.328. However, a unit increase in remote working environment would lead to a unit increase in employee engagement at Weza Care Solutions, Kenya by a factor of 0.397. Still, unit increase in communication would lead to an increase in employee engagement at Weza Care Solutions, Kenya by a factor of 0.388. Results contradicted research findings by Ajepe and Ndubuisi (2023) focused on effect of communication on employee engagement amongst academic staff of Universities and found that superior-subordinate communication has no statistically significant effect on employee engagement ($\beta = 0.015$, $p = 0.578 > 0.05$) amongst academic staff.

It was further established that a unit increase in organizational culture would lead to increase in employee engagement at Weza Care Solutions, Kenya by a factor of 0.535 and unit increase in management support would lead to increase in employee engagement at Weza Care Solutions, Kenya by a factor of 0.699. These findings were considered closely related to Ngao (2023) who focused on the effect of organizational culture on employee commitment in selected private universities in Nairobi Kenya and whose results showed that employees who connect with the organization's values and experience a supportive work culture are more likely to demonstrate strong commitment.

Therefore, from the analysis at 5% level of significance and 95% level of confidence, remote working environment had a 0.001 level of significance; Communication a 0.019 level of significance, Organizational culture had a 0.002 level of significance while management support showed 0.000 level of significance hence the most significant factor was communication which had the greatest effect on the employee engagement, followed by organizational culture, remote working environment and management support had the least effect to the employee engagement. However, all the variables were significant ($p < 0.05$).

5. DISCUSSION ON FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents discussion of findings, conclusion, recommendations, implication to human resource and room for further research based on a study that covered effect of remote work on employee engagement, a case of Weza Care Solutions, Kenya.

5.2 Conclusion of the Research Study

In conclusion, Weza Care Solutions found that remote working barriers are preventing the organization from fostering employee engagement. In the beginning, poor communication causes misunderstandings, job delays, and team disintegration. Employees report feeling isolated and disengaged due to delays in feedback and support. Second, the organization has not fully standardized digital collaboration. Inconsistent platform use in some departments hinders workflow efficiency and collaboration. A lack of a systematic method to assess employee wellness and work-life balance leads to burnout for people who work long hours without recognition or aid.

The conclusion shows that staff communication significantly impacts employee engagement at Weza Care Solutions. Effective communication improves task clarity, teamwork, and employee belonging. Indeed, inequities exist, especially in distant areas where communication is sometimes unclear. Some employees say delayed responses from supervisors or insufficient feedback lower their motivation and job satisfaction. Disengagement and low morale might emerge from exclusion from important information or decision-making dialogues. Poor communication has harmed the link between employees and the organization's mission, especially in distant work circumstances.

The study concluded that organization culture affects employee engagement at Weza Care Solutions. Employees who care about the firm and work in a positive environment are more dedicated, collaborative, and satisfied. However, inadequacies undermine this alignment. Some employees have experienced little recognition, little career progression opportunities, and limited decision-making power. These factors have made some employees feel devalued or disconnected from the company's objective. Physical remoteness can make it harder to maintain a culture and sense of belonging in isolated locations.

Management support concerns are hurting Weza Care Solutions staff engagement. Several employees report limited access to supervisors for help, delaying problem resolution and giving them a sense of inadequate support. Others have complained about poor follow-up on meeting or performance review issues, leading in dissatisfaction and leadership distrust. Emotional and professional support is lacking, especially in remote work contexts where managers rarely see employees. Employees that feel disconnected from leadership are less motivated, disengaged, and more likely to leave.

5.3 Recommendations of the Research Study

The study provides the following recommendations;

5.3.1 Remote Working Environment

From the study findings, in order to address issues, establish, the policy makers at Weza Care Solutions should introduce a clear remote work policy that defines communication expectations, working hours, and feedback timelines. There is also a need to adopt and enforce the use of a unified digital platform across all departments to streamline collaboration and reduce operational fragmentation. To enhance engagement, the organization should set up regular virtual check-ins and team-building sessions that prioritize both professional updates and social connection. Finally, policies around employee wellness should be reinforced by providing mental health support, flexible scheduling, and training for managers on how to lead remote teams effectively. These measures would create a more supportive and structured remote working environment that fosters engagement.

5.3.2 Communication

From the findings, for the purpose of improving engagement through better communication, policy makers at Weza Care Solutions should introduce clear communication guidelines that define frequency, channels, and feedback protocols. This can include setting up weekly virtual team meetings, designated communication hours, and structured performance feedback sessions. Managers should also be trained on how to facilitate inclusive and transparent communication, ensuring that all employees are kept in the loop, regardless of their work location. Additionally, the use of collaboration tools should be standardized across the organization to minimize fragmentation and ensure that information flows smoothly. These steps would help build a more connected and motivated workforce, improving engagement levels across both remote and in-office teams.

5.3.3 Organizational Culture

The findings obtained in the analysis guide in addressing cultural gaps, as a result, the policy makers at Weza Care Solutions should focus on strengthening value-based leadership and inclusive practices across all departments. One way to do this is by creating more opportunities for employee recognition, whether through regular shout-outs, performance-based rewards, or appreciation events. Another step is to involve employees in shaping internal policies and decision-making processes, which promotes ownership and trust. The organization should also invest in mentoring and career development programs to signal long-term commitment to staff growth. By reinforcing a culture of appreciation, inclusion, and development, Weza can foster stronger engagement and reduce the cultural disconnect that hinders performance.

5.3.4 Management Support

In order to improve management support and boost engagement, policy makers at Weza Care Solutions should implement structured leadership development programs that equip managers with skills in communication, empathy, and remote team supervision. Regular check-ins and open-door policies should be encouraged to ensure that staff have consistent access to their supervisors. The organization should also introduce accountability measures to track how managers respond to employee concerns and follow through on action items. Furthermore, investing in mentorship programs and supportive feedback systems can help build stronger relationships between staff and management. These steps would not only improve trust and morale but also create a more responsive and engaging work environment.

5.4 Implication of the Research Study on Human Resource Practice

The implication of the research study on remote work and employee engagement for Human Resource practice is that HR teams must take a more deliberate and structured approach in managing remote work environments to sustain high engagement levels. The findings highlight that without clear communication, regular feedback, and inclusive leadership, remote work can lead to employee isolation, reduced motivation, and disengagement. For HR practitioners, this means rethinking traditional practices and adopting policies that prioritize virtual collaboration, flexible work arrangements, and well-being support. It also calls for investing in digital tools, training managers to lead remote teams effectively, and creating opportunities for virtual team bonding. Ultimately, the study pushes HR to shift from reactive to proactive engagement strategies that are tailored to remote and hybrid work realities.

5.5 Recommendations for Further Research

From the findings of the model summary, the variance on employee engagement at the Weza Care Solutions, Kenya was confirmed by remote working environment, communication, organizational culture and management support. The R square was found to be 0.533, which is equivalent to 53.3%. As a result, the remainder of the percentage, represented by 32.4%, contributes to the revelation that there were some more factors that were not captured by the model but still affected employee engagement at the Weza Care Solutions, Kenya. This gave room for further analysis or research in which other researchers may consider pursuing. Therefore, there is need for further research to be carried out to establish what other factors represented by 32.4% could be affecting employee engagement as a result of remote work. Additionally, or still, other related organizations whether in public or private can be given considerations.

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